



The Deputy Secretary of Energy
Washington, DC 20585

September 5, 2003

MEMORANDUM FOR ROBERT G. CARD
UNDER SECRETARY FOR ENERGY, SCIENCE
AND ENVIRONMENT

LINTON F. BROOKS
ADMINISTRATOR, NATIONAL NUCLEAR SECURITY
ADMINISTRATION

FROM: KYLE E. MCCLARROW

A handwritten signature in black ink, appearing to read "KEM", is written over the name "KYLE E. MCCLARROW".

SUBJECT: Introduction and Implementation of the Project Management
Career Development Program

On June 13, 2003, I issued Change 2 to DOE O 361.1, Acquisition Career Development Program, to implement the Project Management Career Development Program (PMCDP). This program is an integral part of the Department's commitment to raising our project management standards to meet the expectations of the Administration and of Congress.

I am committed to improving project management in the Department and strongly support the PMCDP. Therefore, beginning in FY 2004, I expect your office to fund the PMCDP to help further the career development of our Federal project directors. Following is a list of provisions of the PMCDP that you should emphasize:

- The establishment of Certification Review Board co-chaired by the Director, Office of Engineering and Construction Management, and the Administrator, National Nuclear Security Administration, or their designees.
- Certification of Federal project directors 24 months after all certification elements of the PMCDP are in place.
- The appointment of project directors as a contracting officer's representative for their project as appropriate, consistent with the project director's project responsibilities.
- The use of Headquarters and industry rotations as developmental assignments for DOE project directors, including rotations at Headquarters and with architect/engineering firms or management and operating contractors.

- The use of appropriated funds to pay for professional credentials (including professional accreditation, professional licenses, and professional certifications) and examinations to obtain these credentials as authorized by section 1112 of the National Defense Authorization Act for FY 2002
- The use of various pay incentives, as appropriate, including retention allowances and recruitment bonuses.

I will continue to work closely with you to improve the management of our projects and ensure that we deliver projects on schedule, within budget, and with the full scope that we commit to Congress.

The human capital side of our project management ability is vital to our success. So I ask for your full support of the elements of the PMCDP as issued.

If you have any questions, please call Jim Rispoli, Director, Office of Engineering and Construction Management, at 202-586-1784.